



Strategic Directions

2023–2026

CBM AUSTRALIA

Cover: Jemilat, a former fistula patient, now shares her experience with women awaiting fistula surgery; enabling them to go into surgery without fear.



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Sabina, 9-years-old, and her mother Devi smile bright after Sabina is given the gift of sight thanks to generous supporters and the work of CBM-supported programs.

Our identity

CBM Australia is a Christian international development organisation.

Our Vision




We are driven by our vision for **an inclusive world in which all people with disabilities enjoy their human rights and achieve their full potential.**

Our Mission



We are committed to our mission of **fighting to end the cycle of poverty and disability.**



We aim to be an authentic and effective ally for people with disabilities in all we do.

Fellya, a representative from a local organisation of people with disabilities (OPD), partnered with IAG advisors to deliver support and ensure the local context and experience of women with disabilities in Timor-Leste was understood.



Our Values



A group of children in Nepal participating in a CBM-supported, mental health awareness session, in partnership with a local mental health organisation.

Our values are shared beliefs that are visible as behaviours and which predict our success.

We strive for justice



We champion inclusion



We embrace partnership



We pursue excellence



We live with integrity



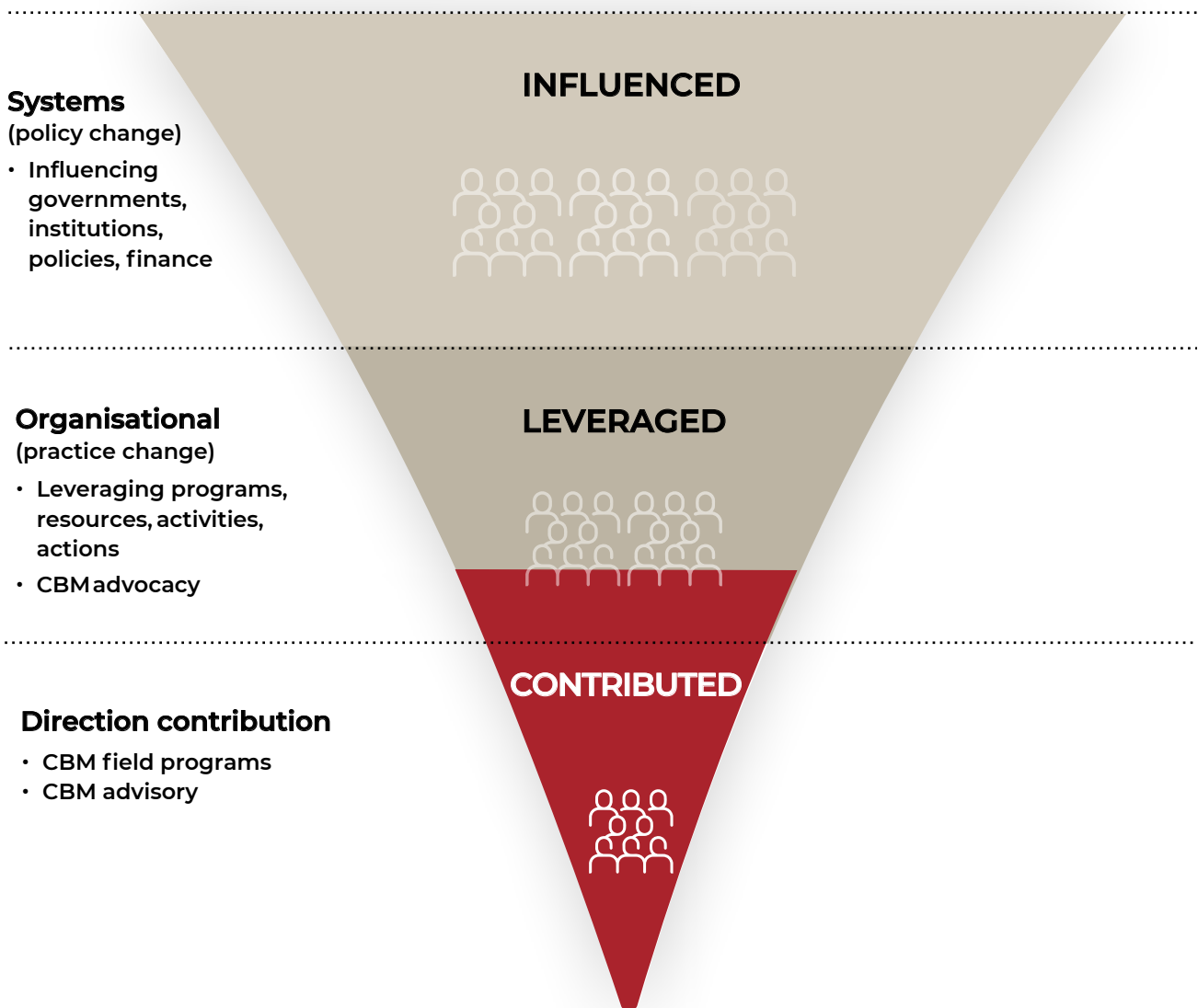
These **values** are visible in every one of our staff, projects, products and interactions.

Our role and scale

Ending the cycle of poverty and disability in a world where 800 million people with disabilities live in low- and middle-income countries is an immense challenge that requires truly transformational change.

CBM Australia's role is to be a catalyst for that change, leveraging the actions and resources of supporters, partners and clients to help achieve much greater reach and influence than we can achieve alone.

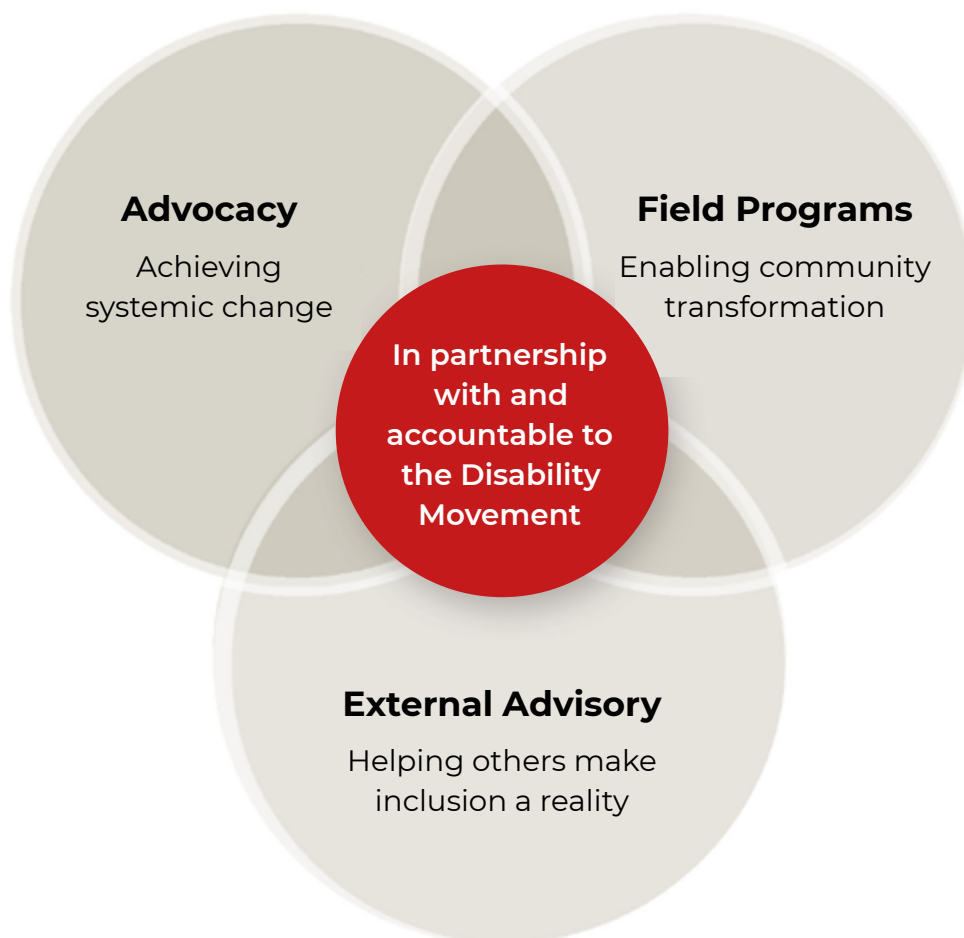
CBM Australia's role as 'impact multiplier' at a systems level



How we work

By combining our three ‘vehicles of change’ – Field Programs, Advocacy and Advisory – we not only enable much greater inclusion at community level through our field programs, we also advocate alongside the Disability Movement for crucial systems change at all levels and draw on our technical expertise to advise others how to make disability inclusion a reality within their own organisations and programs.

CBM Australia’s three ‘vehicles of change’



We work for and with people with disabilities, their families and communities to create concrete, long-lasting and positive change.

We transform the lives of **more than four million people** through our field programs, and for **many millions more** through our external advisory and advocacy.

How we connect

Connection is our fundamental success factor. This means we have a strong core commitment to working alongside people with disabilities; amplifying their voices and building connections with those individuals and organisations who want to take action.

We stand in solidarity with people with disabilities to achieve a more inclusive world.

We are deeply committed to working alongside people with disabilities and their representative organisations, and to the principle of “nothing without us”.

We resolve to create and sustain strong mutual ownership and commitment amongst three main stakeholder groups:

1. With our **international partners**, including implementing partners in the field, the Disability Movement and our CBM Global federation colleagues, CBM Australia:
 - Works to understand the local context for disability inclusion in development and humanitarian settings. We actively support local ownership of innovative, sustainable and culturally appropriate initiatives and report achievements back to our Australian supporters.
 - Seeks to amplify the voices of people with disabilities to those in positions of power, in authentic partnership. We ensure strong representation of people with disabilities in all our work, so we and others can learn from their experiences and better target our support to their priorities and needs.
 - Shares knowledge and expertise to progress shared goals in recognition that we can do more when we work together in alignment and harmony.

2. With our Australian community of supporters and allies, CBM Australia:

- Aims to raise awareness about disability as a contributor to and result of poverty and exclusion.
- Provides pathways for individual Australians, groups and organisations to connect more deeply with the issues and to hear the experiences of people with disabilities, and to take appropriate action such as contributing their time, effort and/or resources towards transformational change.

3. With our CBM Australia team, we:

- Seek to live out our values individually and collectively.
- Prioritise wellbeing and enable our people to participate fully in high-performing, passionate and proactive culture.
- Foster accountability and learning, social connection, creativity and collaboration, diversity, inclusion and sustainability through our ways of working, processes and systems.

Evans received support from a local organisation of people with disabilities (OPD), in partnership with CBM, and became a leader, along with his mother and the OPD, in showing the community how to include children with disabilities.



Our strategic environment

CBM Australia works in a fast-changing and unpredictable environment to mobilise action and resources for people with disabilities in developing and humanitarian contexts. Nevertheless, we can make intelligent assumptions about some aspects of the global context and the nature of engagement and giving which will impact our work over the next four years.

Global trends

Between 2023–2026, we expect to see:

- Increased global poverty and inequality in a ‘pandemic-normal’ world, where climate change drives food and water insecurity, especially for people with disabilities, who face increasing vulnerability to other external shocks.
- China as more expansionist and globally assertive in its geopolitical and economic aims.
- Existing constraints to economic growth in the Pacific made worse by increasing climate change-related events and growing communicable and non-communicable disease crises.
- Many governments in Africa and Asia increasing pressure on civil society, minorities and opposition groups, restricting freedom and rights.
- Humanitarian emergencies increasing and also occurring concurrently.
- Geopolitical instability and complex security, environmental and economic pressures continuing to drive migration and displacement.
- A wide range of factors including climate change, conflict, scarce resources and ageing populations leading to increasing incidence and complexity of disability.
- Increasing attention to wider social inclusion, human rights and power relations across the international development community, including in relation to ways of working (i.e., increasing localisation).
- The voices of people with disabilities, including women, becoming louder in mainstream international and national fora.

CBM Australia staff with local organisations of people with disabilities.





Women leaders from Asia and the Pacific with CBM, ADDC and DFAT staff at Parliament House, Canberra.

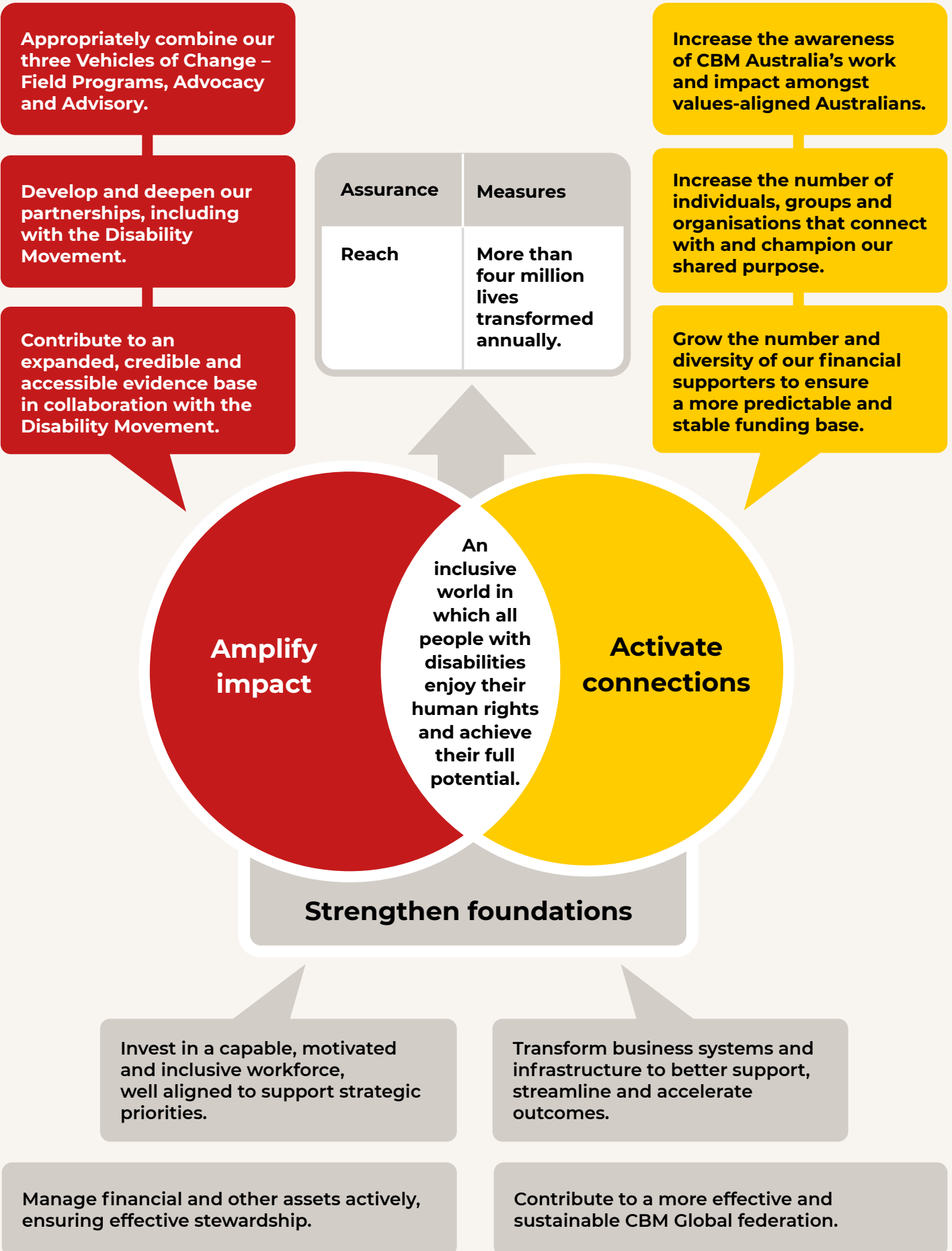
Engagement and giving trends

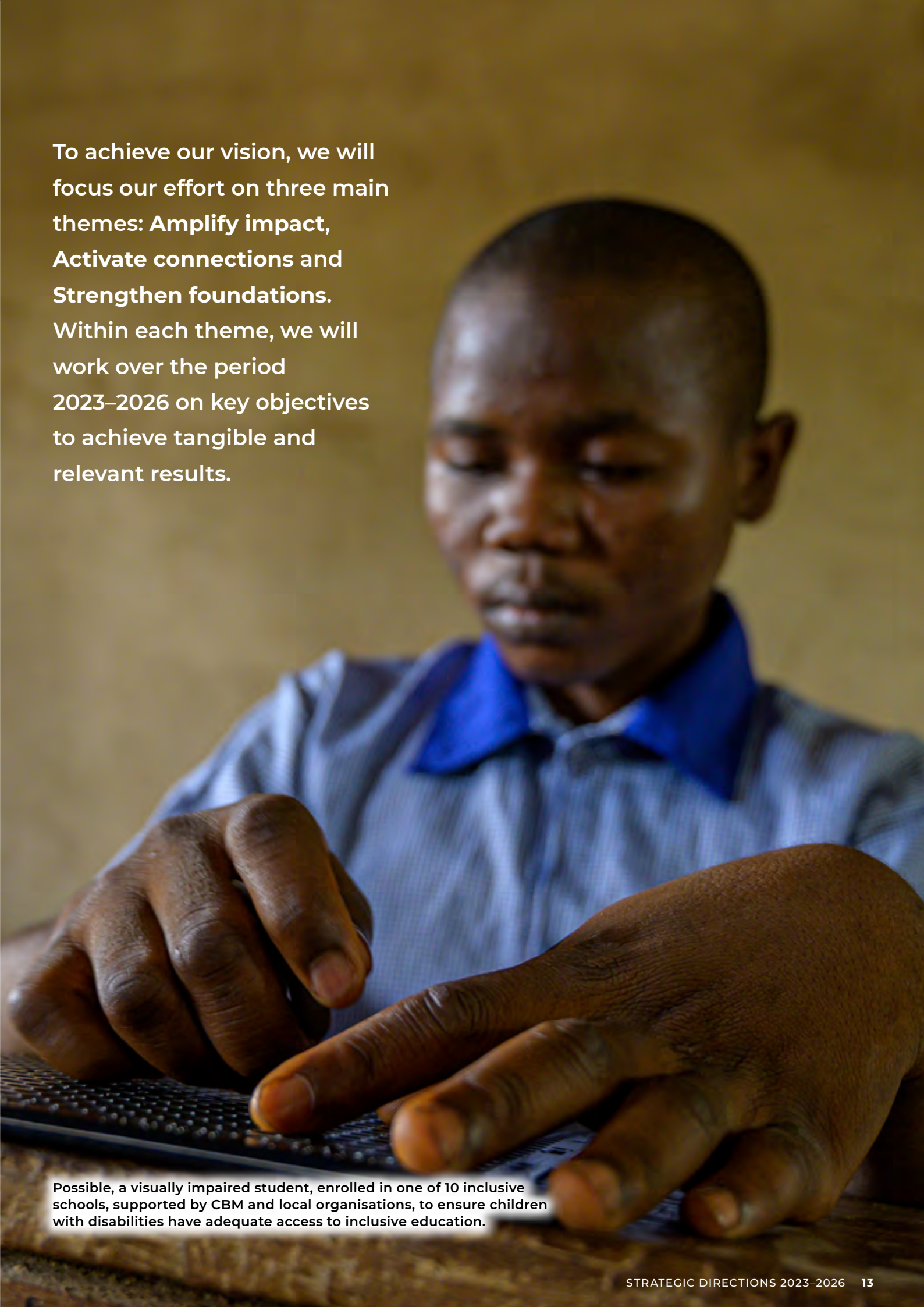
Between 2023–2026, we expect to see:

- More contested overseas aid budgets, from all sources.
- Disability as one of many diversity and inclusion issues competing for attention.
- Increase in competing demands to support concurrent domestic and international humanitarian emergencies.
- Motivation to give remaining strong in wealthy countries, including Australia.
- More solicitation for public funds from a greater variety of direct and intermediary organisations.
- Australians bias their giving to domestic, rather than international, issues.
- Emergence of non-faith specific, values-aligned causes.
- An ageing population – and overall donor base.
- Younger donors more likely to engage in digital giving, micro-giving and incidental (one-off) giving.
- Donors wanting to see the consequence or end-value they helped create.
- Financial and technology innovations creating new types of transactions and new forms of direct and indirect giving.
- Trust in institutions declining, affecting donor willingness to give to institutions, but less pronounced for non-profits.

Recognising these trends, we expect to face growing need in a more complex world where more effective, locally-owned solutions need to be matched with global commitment and support.

Focus of effort



A young boy with dark skin, wearing a light blue school uniform with a blue collar, is focused on using a Braille keyboard. His hands are positioned over the keyboard, with his fingers touching the raised dots. The background is a plain, light-colored wall. The lighting is soft, highlighting the texture of his skin and the uniform.

To achieve our vision, we will focus our effort on three main themes: **Amplify impact, Activate connections and Strengthen foundations.** Within each theme, we will work over the period **2023–2026** on key objectives to achieve tangible and relevant results.

Possible, a visually impaired student, enrolled in one of 10 inclusive schools, supported by CBM and local organisations, to ensure children with disabilities have adequate access to inclusive education.

Measuring our progress

Theme	Objective
<p>Amplify impact</p> <p>Intent: We will dramatically expand our reach and influence by more effectively implementing and appropriately integrating our three Vehicles of Change – Advocacy, Advisory and Field Programs – ensuring that learning from each informs and supports the others. We will seek stronger local voice and agency through respectful and authentic partnerships, including with the Disability Movement, aligning our combined efforts for sustainable change.</p>	<p>Appropriately combine our three Vehicles of Change – Advocacy, Advisory and Field Programs.</p> <p>Develop and deepen our partnerships, including with the Disability Movement.</p> <p>Contribute to an expanded, credible and accessible evidence base in collaboration with the Disability Movement.</p>
<p>Activate connections</p> <p>Intent: We will grow and strengthen the movement of individual Australians and organisations who connect with our mission to end the cycle of poverty and disability. We will raise awareness of both the cause and CBM Australia’s contribution to transformational change with audiences aligned to our values, providing pathways to connect, take action and provide support.</p>	<p>Increase the awareness of CBM Australia’s work and impact amongst values-aligned Australians.</p> <p>Increase the number of individuals, groups and organisations that connect with and champion our shared purpose.</p> <p>Grow the number and diversity of our financial supporters to ensure a more predictable and stable funding base.</p>
<p>Strengthen foundations</p> <p>Intent: We will foster a values-driven culture that unites, excites and aligns the combined efforts of our capable and motivated people in support of this strategy. We will further strengthen our processes, systems and practices to ensure there is a robust foundation from which to innovate and grow.</p>	<p>Invest in a capable, motivated and inclusive workforce, well aligned to support strategic priorities.</p> <p>Transform business systems and infrastructure to better support, streamline and accelerate outcomes.</p> <p>Manage financial and other assets actively, ensuring effective stewardship.</p> <p>Contribute to a more effective and sustainable CBM Global federation.</p>

Assurances

Measures

Translate

Instances from country plans implemented to show three vehicles together.

Year on year increase in program spend influenced with advisory partners.

Year on Year increase in number of organisations with program reach over five million contracting Advisory team.

Strength of partnership

More than 80% of CBM Australia partnerships are rated as healthy.

Product

Six products with two significantly influential.

Brand affinity

Brand awareness grows year on year.

Mobilisation

Sustained government, sector and supporter commitment to disability-inclusive development.

Growing financial support

Coverage rate is 110%.

Year on year increase in average gift from financial supporters.

Year on year percentage increase in income from supporters other than individual donors.

Staff engagement

Engagement meets or exceeds industry benchmarks.

System efficiency / transformation value

Measured by quantifiable effort savings and or costs saved through defined business improvement projects.

Financial stewardship

Profit and loss – breakeven annually with planned growth in program expenditure year on year.

Reserves appropriately used for impact positioning based on Balance Sheet Strategy.

Partner with CBM Global federation

Examples of CBM Australia successfully partnering with CBM Global for mutual continuous improvement.

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